

1 NOMINATION OF STEPHEN T. AYERS. AIA, LEED, AP

2 TO BE ARCHITECT OF THE CAPITOL

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4 THURSDAY, April 15, 2010

5 United States Senate,

6 Committee on Rules and Administration,

7 Washington, D.C.

8 The Committee met, pursuant to notice, at 10:03 a.m., in Room 301, Russell  
9 Senate Office Building, Hon. Mark L. Pryor presiding.

10 Senators Present: Schumer, Pryor, Bennett, and Cochran.

11 Staff Present: Jean Bordewich, Staff Director; Jennifer Griffith, Deputy Staff  
12 Director; Jason Abel, Chief Counsel; Josh Brekenfeld, Professional Staff; Lauryn Bruck,  
13 Professional Staff; Lynden Armstrong, Chief Clerk; Matthew McGowan, Professional  
14 Staff; Justin Perkins, Staff Assistant; Mary Jones, Republican Staff Director; Shaun Parkin,  
15 Republican Deputy Staff Director; Paul Vinovich, Republican Chief Counsel; Abbie Platt,  
16 Republican Professional Staff; Trish Kent, Professional Staff; and Rachel Creviston,  
17 Republican Professional Staff.

18 Senator Pryor. I will call our Rules Committee to order. I want to thank  
19 everyone for being here today. Mr. Ayers, I especially want to thank you for being  
20 here and I am going to chair the hearing today but I would like to turn it over to the real  
21 chairman of the hearing who has to slip away because of his schedule. But Senator

22 Schumer.

23 **OPENING STATEMENT OF CHAIRMAN SCHUMER**

24 Chairman Schumer. Thank you. Well, I want to thank you. First, I want to  
25 thank Senator Pryor for chairing the hearing. He's the head of the relevant  
26 subcommittee so I told Mr. Ayers he is the guy you have got to pay attention to around  
27 here. And I certainly want to thank my friend and colleague and just a fine man and  
28 outstanding senator, Senator Bennett, for being here as well.

29 And of course, I want to welcome you, our nominee Stephen Ayers. Now Mr.  
30 Ayers has been serving as the Acting Architect to the Capitol for three years and is here  
31 to be confirmed to a ten-year term as the Architect of the Capitol. He's been joined  
32 today by his family: his wife Jennifer, his daughter Stephanie, his son Nick, his parents  
33 Ben and Jane, parents-in-law Chuck and Shirl. We have another Chuck, very nice.

34 I don't know if Chuck here, my mother didn't want me to be called Charlie so I  
35 ended up being Chuck.

36 Brother Ben, sister Jennifer. Welcome to you all.

37 The history of the Office of the Architect to the Capitol as you know is as old as  
38 the building itself. Individuals who have held the title, have been instrumental in  
39 shaping our Nation's Capitol from its early beginnings into the working symbol of  
40 democracy as we see it today. William Thornton is recognized as the first Architect to  
41 the Capitol because his design of the Capitol was chosen by George Washington in 1793.  
42 So we have a lot of history here.

43           Over the next decade three men were hired to oversee the Capitol's  
44 construction. This is a big job.

45           Today the Architect to the Capitol employs over 2,600 staff, manages a budget of  
46 \$600 million a year. And I want to say this, Mr. Ayers' nomination by the President  
47 came after a rigorous bipartisan and bicameral selection process that began in the Fall  
48 of 2006, three and a half years ago.

49           The nomination was approved by the President Pro Tem of the Senate, the  
50 Speaker of the House, the Majority and Minority Leaders of both houses, the Chairman  
51 and Ranking Member of the Committee on House Administration, the Chair and Ranking  
52 Members of the House and Senate Appropriations Committee, and of course, by the  
53 Chair and Ranking Members of this committee.

54           And I do want to say this; Mr. Ayers has had wide acclaim. Just about  
55 everybody wanted to see him become the Architect to the Capitol so there was very  
56 controversy and, of course, it was a long and rigorous process with other candidates but  
57 Mr. Ayers came through with flying colors. This wasn't one of the, where there was,  
58 you know, three and each one had its strengths and weaknesses. Mr. Ayers was all  
59 strengths.

60           Mark will go over his history I guess. You career history, so I'll just add that to  
61 the record and welcome him and thank him for being here and look forward to his being  
62 installed as Architect to the Capitol and working with him in the years to come.

63           Senator Pryor.

64 Senator Pryor. Thank you.

65 Chairman Schumer. And I apologize to everybody. I have to get on my way.

66 Mr. Ayers. Thank you Mr. Chairman.

67 Senator Pryor. Thank you very much for your leadership. Senator Bennett,  
68 would you like to make an opening statement?

69 **OPENING STATEMENT OF SENATOR BENNETT**

70 Senator Bennett. Thank you very much. As Chairman Schumer has indicated,  
71 this has been a three year job interview. The process started and I was new to this  
72 position on the Rules Committee and we did indeed start out with a fairly long list of  
73 candidates and we would come to a conclusion this is what we think it ought to be and  
74 then the House would say, no we don't like that one and then members of this  
75 committee would say well, we prefer this one to that one and we would settle on  
76 somebody and then someone else would not like it.

77 And the one steadying influence through all of that turmoil was the fact that  
78 Stephen Ayers as Acting Architect was keeping the doors open, the lights on and things  
79 going forward. And it emerged out of all of that experience that we had a very  
80 competent Architect to the Capitol and why were we looking around? And why didn't  
81 we stay with what we had?

82 It took a little while to convince everybody that that was the thing that we  
83 should do, but it became very clear that that is the thing that we should do. So this is  
84 turning into a testimonial rather than a hearing, I almost said roast, but it is not.

85 [Laughter.]

86 Senator Bennett. Not that kind of thing. The thing that I would like to put in  
87 the record, is that during this three year long job interview and in the period prior to  
88 that when Stephen Ayers was the Deputy Architect to the Capitol it was not a time of  
89 calm and serenity around here. It was a time of great controversy as we were involved  
90 in the largest addition to the Capitol in the history of the Capitol.

91 The Capitol Visitor Center added more square footage to the Capitol than any  
92 other change in the Capitol in its history and it was controversial for a variety of reasons,  
93 some of them political, some of them financial, some of them aesthetic and a steady  
94 hand as I say to keep the thing moving along intelligently was necessary.

95 Alan Hantman, who was the Architect to the Capitol deserves credit for the work  
96 he did there, but his Deputy was a very, very important part of keeping the thing online  
97 and going forward in a legitimate fashion and then when Mr. Hantman stepped down,  
98 taking over the responsibility of making sure that it opened in an intelligent fashion.  
99 And we can look back on it now as often happens in history, when you look back on  
100 things that were controversial and say, Boy, we're really glad we did it. We're really  
101 glad that this was handled in such a way and that kind of erases the historical memory  
102 of how difficult it was to do it.

103 But we now have the statistics that show that visitors to the Capitol have  
104 increased by over a 100 percent and I am sure the visitor experience has gotten better,  
105 particularly as we are coming into the summer by far more than a 100 percent, because

106 I remember the lines in the heat with people waiting for hours standing in line to get  
107 into the Capitol with the possibility of any kind of problem. The security challenge  
108 after 9/11 of having crowds out on the plaza with no physical protection and a huge  
109 target for a terrorist attack.

110 Now all of that is gone. The plaza is back looking better than it did before and  
111 the square footage of the Capitol Visitor Center accommodating twice as many visitors  
112 in a secure area, air-conditioned, plenty of rest rooms, all of the other things which  
113 future generations will take for granted as part of the Capitol Visitor's experience and  
114 have no memory of how difficult things used to be.

115 And yes, those who came before him made a very significant contribution to that  
116 but Stephen Ayers played a very significant role in seeing to it that we got what we have  
117 and it is only fitting now that we have it, that he be continued for another ten years so  
118 that when the plumbing starts to leak he will know where to go to fix it. And I am  
119 happy to join with the Chairman and Stephen in welcoming you here. Telling you this  
120 appointment is long overdue and adding my endorsement to the assignment.

121 Senator Pryor. Thank you Senator Bennett. Senator Cochran, do you have an  
122 opening statement?

123 **OPENING STATEMENT OF SENATOR COCHRAN**

124 Senator Cochran. Mr. Chairman, thank you. I am glad to be able to come by  
125 and congratulate Stephen Ayers for his nomination and his imminent confirmation as  
126 Architect of the Capitol. This has, as my good friend from Utah said, it has been a long

127 and arduous journey, but I am glad to see that it has turned out as it has and that we are  
128 going to be able to have a full fledged, confirmed Architect of the Capitol finally and to  
129 thank him for his patience in his demeanor throughout all of this.

130 I think the changes that we have seen in the Capitol over the last few years are  
131 just enormously impressive for many reasons. Those of us who have been on the  
132 Rules Committee for awhile and have attended a lot of the hearings and engaged in a lot  
133 of conversations, not just about who should be the Architect, but the redesigning of the  
134 Capitol. A huge job.

135 And I think Mr. Ayers deserves our accolades and compliments on a successful  
136 completion of that work as well. So that is why I am here Mr. Chairman and I am glad  
137 to join you and Senator Bennett in the work of this committee and the confirmation of  
138 this outstanding new Architect of the Capitol. You can strike out the word "acting"  
139 now.

140 Senator Cochran, do you want to make a statement?

141 **OPENING STATEMENT OF SENATOR PRYOR**

142 Senator Pryor. Thank you. Thanks Senator Cochran. I do have a longer  
143 statement for the record, but let me just say a few words here. If confirmed Mr. Ayers  
144 will become the 11th Architect of the Capitol. He graduated from the University of  
145 Maryland with a degree in Architecture and received his Masters degree in Systems  
146 Management from the University of Southern California.

147 Mr. Ayers served as an officer in the U.S. Air Force, was promoted to Captain and

148 received the Meritorious Service Medal for his five years of military service.

149           The nominee is no stranger to the Architect's organization. In 1997 he joined  
150 the Office of the Architect of the Capitol as an Assistant Superintendent of the Senate  
151 Office Buildings and was later promoted to Deputy Superintendent. His next job took  
152 him across the street to the Library of Congress where he assumed the position of the  
153 Superintendent of the Library buildings and grounds in 2002. He was named Deputy  
154 Architect of the Capitol in 2006 and in 2007 he became Acting Architect to the Capitol.

155           Since that time Mr. Ayers successfully negotiated a settlement with the Office of  
156 Compliance addressing asbestos and hazard mitigation in the Capitol Power Plant's  
157 utility tunnels and improved the Agency's performance-based Strategic Plan for fiscal  
158 years 2007 through 2011.

159           When Mr. Ayers assumed the role of Acting Architect, there was no projected  
160 date for completing the construction of the Capitol Visitor Center. He set and met a  
161 date for the substantial completion of this building. Under his leadership the  
162 Architect's office successfully completed the Fire and Life Safety Systems Testing, which  
163 was required before the facility could open and on December 2, 2008 the long awaited  
164 Capitol Visitor Center opened its doors to the public.

165           Under the nominee's leadership as Acting Architect and in his previous role as  
166 Deputy Architect, Chief Operating Officer, the Agency improved cost accounting  
167 procedures and internal controls and has received five consecutive, clean financial  
168 audits.



169           And, again, I have a longer statement for the record, but I say those things just to  
170   demonstrate that this is the right person for this job and we are so happy to have you  
171   with us today and what I will do now is ask you to stand and raise your right hand and I  
172   will administer the oath.

173           Do you swear that the testimony you are to provide is the truth, the whole truth  
174   and nothing but the truth, so help you God?

175           Mr. Ayers.   I do.

176           Senator Pryor.   Please be seated.

177           I have just a few questions, but I would like to hear your opening statement first,  
178   please.

179 TESTIMONY OF STEPHEN T. AYERS, AIA, LEED AP, TO BE ARCHITECT OF  
180 THE CAPITOL

181 Mr. Ayers. Well, thank you so much Mr. Chairman, Senator Bennett and  
182 Senator Cochran.

183 It is an honor and a real privilege for me to be here today as the Presidential  
184 Nominee for the position of Architect to the Capitol and I would like to first extend my  
185 sincerest thanks and gratitude to all of the members of the Nominating Committee for  
186 recommending me to President Obama to serve as the 11th Architect to the Capitol.

187 I truly appreciate the trust that the Congress and the President have placed in  
188 me.

189 As the Chairman noted, I am joined here today by my wonderful family and it is  
190 because of their love and support that I have been able to pursue a career in public  
191 service and I really appreciate them being here today to continue that supportive role.

192 As the Chairman noted I have served as Acting Architect since 2007 and in this  
193 role I think I have been able to combine two of my important skill sets. That first of  
194 course, of being a licensed architect and secondly one that focuses on business  
195 management and bringing best business management practices to the table.

196 The stewardship of the Capitol Complex is important to me, it is important to the  
197 Congress, and it is important to the Nation and it is equally a very unique challenge.  
198 And this challenge is amplified by the historic significance and iconic nature of our  
199 buildings, landscape, and the aging physical infrastructure, as well as the day-to-day

200 requirements of the Congress.

201           Chief among these challenges is the significant backlog of deferred maintenance  
202 and capital renewal projects totaling today in excess of \$1.5 billion over the next ten  
203 years, as well as security, life safety, and accessibility and environmental requirements.  
204 To assist us in our efforts to address this backlog of projects, we have successfully  
205 developed and implemented a robust and balanced process to prioritize projects based  
206 on a facility's condition assessment and the level of maintenance required in any given  
207 building.

208           And this process uses several tools including facility condition assessments, the  
209 Capitol Complex Master Plan, jurisdiction plans, among other criteria.

210           The component that provides us and the Congress with the big picture, the  
211 20-year look ahead that queues up priorities and investments and projects is this Capitol  
212 Complex Master Plan. The Master Plan and the other prioritization tools provide  
213 Congress with concrete, practical assessments of our infrastructure and by using these  
214 tools Congress can make wise investments in the Capitol Complex in the future.

215           Mr. Chairman, great organizations are made of great people and to ensure that  
216 the AOC is an employer of choice, I have set out to invest in our most valuable assets,  
217 our employees. And it is my responsibility to provide them the right tools, the right  
218 equipment, and the right training to allow them to build on our successes and to be the  
219 best of the best. In that regard, I have implemented a number of workforce programs  
220 to provide greater flexibilities including a telework program, a flexible work schedule  
221 program, a student loan repayment program among many other initiatives that they so  
222 richly deserve.

223           And I am committed to using sustainable design practices whether we are  
224 building a new facility or maintaining one that is over 200 years old. And with the  
225 support of Congress we have implemented a number of programs and projects designed  
226 to save energy and conserve our natural resources.

227           Last year we entered into energy savings performance contracts for the Senate,  
228 the House, and the Capitol buildings that include \$93 million in planned facility  
229 energy-related upgrades. And these are really important public/private partnerships  
230 that will help us and the Congress achieve its energy reduction goals.

231           To ensure that we continue to see a reduction in energy consumption, we are  
232   evaluating proven technologies that can be implemented in our continued effort to  
233   increase energy efficiencies across the Capitol campus.   Among the options being  
234   considered is co-generation, which simultaneously generates both electricity and heat,  
235   as well as the use of biofuels in our Capitol Power Plant.   Moving in a more sustainable  
236   direction will enhance our efforts to meet energy reduction mandates as well as provide  
237   higher energy system security and reliability with lower overall costs.

238           This year the agency will be updating our Strategic Plan to set new goals and  
239   priorities that will drive our organization for the next five years.

240           Consistently an overwhelming majority of our customers have said that they are  
241   satisfied or very satisfied with the services the Architect provides in our annual surveys.  
242   However, as one of my favorite authors points out, Jim Collins, the challenge before us  
243   is not to let good get in the way of great.   And I will not be satisfied until we are able to  
244   achieve that 100 percent satisfaction rating.

245           And should this committee recommend that I be confirmed to the full Senate, I  
246   will be honored to continue to work beside the very talented men and women that  
247   make up this great team of the Architect of the Capitol.   And thank you, and I would be  
248   happy to answer any questions you may have.

249           [The prepared statement of Mr. Ayers follows:]

250           Senator Pryor.   Thank you.   And let me start with one question and that is in  
251   2003 Congress directed the Architect to the Capitol to complete a 20-year Capitol

252 Complex Master Plan.

253 Could you give us a status report on that and tell me if it is not completed when  
254 it will be completed?

255 Mr. Ayers. Well, certainly Mr. Chairman the Capitol Complex Master Plan is a  
256 really important tool, not just for the Architect, but for the Congress as a whole. And it  
257 provides a road map of facilities for the next 20 years and it is so important for us to  
258 look ahead so that we can ensure that we provide the facilities necessary for the  
259 Congress to conduct its business and we do not get ourselves in the situation where we  
260 have to close a building or we are so overcrowded that the Congress cannot effectively  
261 conduct its business. So that is really the overarching purpose for the plan.

262 And today, we are nearly finished with the plan. We have been at it for several  
263 years and we are nearly finished. The plan is made up of nine individual plans. Of  
264 course, one for the Senate and one for the House and Capitol and the Library and the  
265 Supreme Court among others. And among those, two of those nine plans have been  
266 approved. Three of them are awaiting approval and are before the Congress now  
267 awaiting approval. And four of them we are still working on and nearing completion.  
268 And I suspect it will be at least another year before we are able to complete those and  
269 gain the approval and imprimatur of the Congress.

270 Senator Pryor. I notice that the AOC budget request for FY2011 included a 25  
271 percent increase over the FY2010 funding levels. Senator Nelson who is the Chair of  
272 the Legislative Branch Subcommittee on the Appropriations Committee has said that he

273 wants a flat budget for FY2011.

274 If confirmed, how do you plan to move the agency forward if you have a flat  
275 budget?

276 Mr. Ayers. A flat budget for us, Senator Pryor, is a cut of \$155 million out of  
277 our FY2011 budget request. So a cut that significantly, I think, is going to take strong  
278 leadership, it is going to take tough decisions, and it is--I think, going to take partnership  
279 with the Congress. We have laid out a plan to do that and have submitted that to  
280 Chairman Nelson.

281 And I think we have taken a good approach. The first is to look at the money  
282 that Congress has already provided the Agency and we were able to drive \$15 million  
283 out of that to apply towards that FY2011 budget request. Similarly, we looked  
284 carefully at our Operations part as the Architect's budget is really made up of our  
285 Operations piece; salaries and expenses, and then our projects. So we were able drive  
286 another \$14 or \$15 million out of our Operations request.

287 And then the rest of it is simply projects that must be deferred or projects that  
288 have to be broken down into smaller pieces and phased and I think we have laid out a  
289 smart plan to be able to do that if that is the way that our 2011 budget turns out.

290 Senator Pryor. This will be my last question, because I want to hear from my  
291 colleagues, but I do not want to revisit all of the details of the building, the process of  
292 the Capitol Visitor Center, but you know, it started out as a \$265 million building. It  
293 was supposed to be ready for the January 2005 Presidential Inauguration. Over time it

294 became a \$600 million building and it was finally opened in December of '08 for the '09  
295 Inauguration.

296 I know that you have another big project on the horizon, the Cannon House  
297 Office Building. Are there lessons learned from the CVC and that whole process, were  
298 there lessons learned there that we can apply to the Cannon remodel and what would  
299 those be?

300 Mr. Ayers. I think there are Mr. Chairman and I think that is a really important  
301 point that to be a great organization, we have to be able to look at ourselves in the  
302 mirror. We have to be our own worst critics and learn from ourselves and ensure that  
303 we have a system of continual learning and continual improvement.

304 And I am really proud of the fact that I believe that we as an organization do  
305 have that mantra. We have looked very carefully at the Capitol Visitor Center and  
306 taken it apart piece-by-piece to understand where those cost overruns and where those  
307 time delays have happened. And I think they really come down to a couple of  
308 overarching themes.

309 One, of course, is we have to be tenacious about defining the scope of a project  
310 up front before we start construction and we are set out to do that with the Cannon  
311 Building renovation. I think secondly, we have to have a rigorous change management  
312 process that when we are asked to make changes on a construction project while we are  
313 in construction, that we effectively communicate to the Congress the cost and schedule  
314 impact of that and that we are able to communicate to the highest levels of Congress



315 the cost and schedule impact of changes while we are in construction.

316 And I think those are the two sort of overarching lessons learned. We have got  
317 a great document that we have partnered with the Government Accountability Office to  
318 develop other lessons learned, but I think those are the two most important that I take  
319 away from that project.

320 Senator Pryor. Senator Bennett.

321 Senator Bennett. Thank you very much Mr. Chairman.

322 In my experience dealing with these issues now, yes we have to keep the lights  
323 on and the function going, but you have two areas that are unique to this architectural  
324 situation that you do not find in a typical office building or college campus or whatever  
325 you may want to compare this to. And they are historic preservation and security.

326 There are some places where you simply say this building does not fit our needs  
327 anymore so we will tear it down and build a new one. You cannot do that with the  
328 Capitol. The necessity for historic preservation is there and we have to keep using it  
329 even as we are preserving a building that is as old as this one.

330 And then the second one that came home to us very dramatically after 9/11 was  
331 security. So I would like to talk a little bit about both of those areas and let's start with  
332 security. I have become a bit of a nag on the issue of the Capitol Police and the  
333 unification of the Capitol Police Service so that it includes the Library of Congress and  
334 other things. And I would like an update on where you think that is going and how it is  
335 working.

336 And particularly, let's talk about the Capitol Police Radio Project, which I  
337 understand is to be completed by March of 2011. And are we on track for that? And  
338 what are we going to get out of that in terms of increased security for the campus?

339 Mr. Ayers. You mentioned two things. The first is the integration of the  
340 Library of Congress Police Force with the United States Capitol Police Force and  
341 obviously I sit with the Senate and House Sergeant of Arms on the Capitol Police Board  
342 and have been responsible with the Chief to pull those forces together and I think it has  
343 been a good process and quite frankly, better than we expected it to be. And they are  
344 fully integrated now and it really seems to be working well. And the three of us on the  
345 Board stay in very close contact with the Chief on this particular issue and the Chief as  
346 well is very comfortable with the integration of those new officers into the United States  
347 Capitol Police.

348 The second issue you mentioned Senator Bennett, is this very, very important  
349 radio project for the Capitol Police. That the current radios with the Capitol Police are  
350 not secured and secondly, they are not able to join in with other local and federal law  
351 enforcement officials on their network.

352 So we are working, the Architect's Office is working very closely with the Capitol  
353 Police on the implementation of a new digital, encrypted radio system for the United  
354 States Capitol Police. And our portion of that work is to assist in managing the  
355 technical design aspect, as well as the installation of that radio system whether it is  
356 exterior building antennas or interior building antennas throughout the Capitol

357 Complex.

358           So that process is going smoothly. We do not see any delays or cost overruns  
359 on that job. It is being effectively managed and we are very, very carefully watching  
360 where the designers are placing their antennas both inside and outside to ensure that  
361 we do not do any harm to any of the historic or historically significant portions of any of  
362 the buildings across the Capitol Complex, not just the Capitol building.

363           Senator Bennett. Yeah. Can you talk about the dome renovations and  
364 rehabilitation?

365           It seems like the dome is always being rehabilitated. The whole I have been  
366 here there has been work on the dome, but where are we with respect to that?

367           Mr. Ayers. We have got a couple of things that we know we need to do to the  
368 dome. Just this year we are doing an interim painting and caulking and that is to buy  
369 another two or three years before we believe we are going to have to take the paint off  
370 of the dome and completely repaint the dome and fix many of the deteriorating  
371 architectural elements that are part of that dome.

372           That has not happened since the East Front Construction, which I believe was  
373 1960s, early '60s, that has not happened. And there are some great photographs of  
374 the dome as how it looked with its red rust coating, rust preventative coating back in  
375 the '60s. We need to do that again and our plans are to do that within the next three  
376 to four years. Take all of that lead-based paint off of the Capitol dome and repaint it  
377 and reseal it. And that is a significant project to the tune of maybe \$100 million that

378 needs to be invested back into the Capitol dome.

379 But obviously it is our symbol of representative democracy and the most  
380 recognizable symbol in the world and I am confident together with the Congress we will  
381 make the appropriate investments there.

382 Senator Bennett. Thank you. Thank you Mr. Chairman.

383 Senator Pryor. Did you have any other questions? Are you sure?

384 Let me ask one last question and that is about the greening of the Senate  
385 program that you have been involved with. And I know that there is some sort of  
386 energy savings performance contract that you have entered into and it sounds like that  
387 you are ahead of your goal in terms of reaching your energy savings goal for the Senate.

388 Will that continue? Will we continue to exceed that goal or kind of once we hit  
389 the goal do we stop doing what we are doing or do we always try to become more  
390 efficient and save taxpayer dollars and greenhouse gas emissions?

391 Mr. Ayers. Thank you Mr. Chairman. Our legislative mandate with the Energy  
392 Policy Act of 2005 and the Energy Independence and Security Act of 2007 requires us to  
393 reduce energy intensity three percent per year for a total of ten years for a total of 30  
394 percent reduction in the Senate office buildings and we are on track to do that. And  
395 for the first four years of that program we have met or exceeded our goals and we  
396 expect the next year or two to be under our goal, but ultimately to come back and then  
397 meet our goals again for the rest of the duration. And at the end of that ten year  
398 period we will have met or exceed that 30 percent reduction.

399 But our biggest effort to increase sustainability are these energy savings and  
400 performance contracts and we are implementing those right now in the House and  
401 Senate and Capitol and as those construction efforts take place, our reduction will dip a  
402 little bit until those construction projects are complete and once they are complete they  
403 will begin to save more energy and we will then exceed our goal and ultimately end,  
404 meet our 30 percent reduction goal. And we are very confident that we will be able to  
405 do that.

406 Senator Pryor. Great. Senator Bennett, you do not have any other questions?

407 Well, I want to thank you on behalf of the Rules Committee for your testimony  
408 this morning. The record will remain open for five business days for additional  
409 statements. The Committee plans to consider this nomination in a timely manner so  
410 the Senate can confirm Mr. Ayers as the next Architect of the Capitol.

411 Since there is no further business before the Committee, the Committee is  
412 adjourned subject to the call of the chair.

413 Mr. Ayers. Thank you.

414 Senator Pryor. Thank you.

415 [Whereupon, at 10:36 a.m., the committee recessed, subject to the call of the  
416 Chair.]